

# INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE

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## Framework Users – Your feedback is requested

The Executive Committee is committed to ensuring the Framework and the associated tools, including the ICCE website, are as beneficial as possible for Consortium members and users. Consortium members or those who are interested in using the Framework can send any feedback they may have about the Framework and how we can improve the website by email to Liz Richardson at the ICCE Secretariat.

## Want to know more about the Framework?

Interested in holding an IFCE Regional Forum in your region? These workshops give an explanation of the Framework, an overview of the self-assessment questionnaire, an overview of how to interpret and analyse the results of an assessment, as well as an explanation of how to develop an action plan for improvement.

If you are interested in learning more about regional workshops please contact a founding member of the Consortium from the contact details provided on the last page of the newsletter or the ICCE Secretariat.

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## ICCE Newsletter Issue 3 – September 2014

### What is the Framework?

The *International Framework for Court Excellence* (IFCE) is a resource for assessing the performance of a court against seven detailed areas of excellence and provides guidance to courts intending to improve their performance. The IFCE was first developed in 2008 and a Second Edition was published in 2013 by the International Consortium for Court Excellence (ICCE), consisting of the above organisations from Europe, Asia, Australia, and the United States. The IFCE uses the term 'court' for all bodies that are part of a country's formal judicial system including courts and tribunals of general, limited or specialised jurisdiction as well as secular or religious courts.

### In this issue:

#### Consortium News

Read about the latest Consortium news including the establishment of the Secretariat for the ICCE and visits to Melbourne from Kenyan and Nigerian judicial delegates. (pages 2-3)

#### International updates

Read about IFCE developments in:

- Australia - pages 4-5.
- United States - page 5.
- New Zealand - page 6.
- Singapore - pages 6-7.

#### Regional forum reports

Dan Hall from the National Center for State Courts (NCSC) reports on his visits, with Chief Justice Robert Torres from the Supreme Court of Guam, to Bhutan and Bangladesh to conduct IFCE workshops. (pages 7-8)

#### New member profile

Read our interview with the newest member of the ICCE: Chief Justice Carl Ingram of the High Court of the Republic of the Marshall Islands. (pages 9-11)

## Consortium News

The Executive Committee of the ICCE has been working to improve the core IFCE documents to reflect feedback from Consortium members based on their experiences implementing the Framework. In March 2013 the Second Edition of the *International Framework for Court Excellence* and *Thinking of Implementing the International Framework of Court Excellence* was published.

The revision of the *International Framework for Court Excellence* includes:

- simplified language;
- greater clarity in the Questionnaire statements to aid interpretation;
- inclusion of statements relating to innovation;
- simplified assessment process reducing three steps (approach, deployment and results) to two steps by merging approach and deployment;
- streamlined scoring and weighting of the seven areas of excellence; and
- addition of new resources including:
  - a sample template for an Improvement Plan;
  - sample performance measures aligned to each area of excellence;
  - examples of Court Performance and Management Policies and Tools; and
  - revised assessment Checklist for easier self-assessment.

The revision of *Thinking of Implementing the International Framework of Court Excellence* includes:

- full alignment with the full Framework document;
- greater clarity in Checklist items;
- a vastly simplified scoring and weighting system;
- greater focus on court user needs; and
- specific identification of the need to focus on innovation.

The revised documents can be found on the ICCE website at <http://www.courtexcellence.com>

## ICCE Secretariat

An exciting development has been the establishment of the ICCE Secretariat in Melbourne at the offices of the Australasian Institute of Judicial Administration (AIJA) in July 2014. Based at the Secretariat are Professor Greg Reinhardt and the ICCE Secretariat Officer, Liz Richardson. The ICCE Secretariat will assist the Executive Committee to further the work of the Consortium and promote the use of the IFCE. The Secretariat is funded jointly by the AIJA and the National Center for State Courts (NCSC).

The Secretariat is responsible for maintaining a register of ICCE members, data on the implementation of the Framework and key developments across the world. In addition, the Secretariat will keep the ICCE website up-to-date, publish regular newsletters on Framework developments, assist members to access relevant information and facilitate the exchange of case studies.

## Name Change

Consortium members will note that the Subordinate Courts of Singapore have changed their name to the State Courts of Singapore, effective from 7 March 2014.

## Visits



**Photo: Chief Justice Diana Bryant AO, Justice Cronin, Family Court of Australia and Ms Leisha Lister, Executive Advisor to the Chief Executive Officer, Family Court of Australia with delegates from the Court of Appeal of Kenya.**

The AIJA, one of the IFCE Consortium partners, is actively engaging with jurisdictions interested in exploring the benefits of implementing the Framework.

Assisted by the Family Court of Australia and the Federal Circuit Court of Australia, the AIJA provided briefings on the principles of the Framework and practical court experiences to delegations from the Kenyan Judiciary (on 22 May 2014) and the Nigerian Judiciary (on 13 August 2014).

Judge Michael Jarrett of the Federal Circuit Court addressed the Kenyan delegates on his Court's implementation of the Framework and the key themes which emerged for the Federal Circuit Court through the self-assessment process.

Justice Paul Cronin of the Family Court addressed the Nigerian delegates, emphasising the benefits of the Framework for the Family Court at this particular time in its history. Ms Jane Reynolds, who is assisting the Courts with this work, attended and made observations about the Framework process and the particular advantage of judges and court administrators working in partnership on the Framework implementation process.



**Photo: Chief Justice Diana Bryant AO and President of the Court of Appeal of Nigeria, Honourable Justice Zainab Bulkachuwa with delegates from the Nigerian Court of Appeal.**

Nigeria is the most populous country in Africa and the diversity of the country, ethnically, culturally and linguistically, provides enormous challenges for the administration of justice - issues replicated, albeit with a smaller population, in Kenya.

Those involved with the Framework are enthusiastic about the opportunities presented in Africa for its implementation and the advancement of judicial administration. Members of those delegations are listed below.

#### Kenyan delegation:

- Hon. Mr. Justice Daniel Musinga, Judge, Court of Appeal/Chairman;
- Hon. Lady Justice Agnes Murgor, Judge, Court of Appeal;
- Hon. Justice Luka Kimaru, Judge, High Court;
- Hon. Justice George Kimondo, Judge, High Court;
- Dr. Wamwea Nyoike, Director, Performance Management/Secretary;
- Hon. Mr. Kiarie W Kiarie, Chief Magistrate;
- Hon. Mr. AbdiQadir Lorot, Ag. Senior Principal Magistrate;
- Mr Dominic Nyambane, Assistant Director, Performance Management;
- Mr Gilbert Kipkirui, Assistant Director, Performance Management;
- Ms Sophie Amutavy, Legal Researcher.

#### Nigerian delegation:

- Hon. Justice ZA Bulkachuwa, OFR, AG. President (Abuja Headquarters);
- Hon. Justice Amiru Sanusi, OFR, Presiding (Abuja Division);
- Hon. Justice Helen M Ogunwumiju, JCA. (Benin Judicial Division);
- Hon. Justice Raphael C Agbo, JCA. (Ilorin Judicial Division);
- Hon. Justice Adzira Gana Mshelia, JCA. (Enugu Judicial Division);
- Hon. Justice Moore Aseimo A. Adumein, JCA. (Abuja Division);
- Hon Justice Sa'idu Tanko Hussein;
- Alhaji Adamu Bulkachuwa (Non Member); and
- Alao Najeemdeen A, Local Coordinator/Consultant.

# International Updates

## Australia

### Family Court of Australia

#### Report from Justice Peter Murphy, Judge of the Appellate Division Family Court of Australia, Chair Court Excellence Committee.



**Photo: Justice Peter Murphy, Chair, Court Excellence Committee, Family Court of Australia.**

Chief Justice Diana Bryant has committed the Family Court of Australia to implementing the IFCE. The Court has embarked on this work in complex and challenging conditions. Not least among those include competition for scarce public resources; continuing community demand for high quality service; greater requirements for accountability and transparency; and the prospect of structural change for the federal courts.

In this context, deep consideration of the Court's functioning and constructive implementation of change to ensure that the Court is a marker for excellence could not be more timely.

Early in 2013, the Chief Justice formed the Court Excellence Committee. The Committee is chaired by Justice Murphy and comprises Justices Finn, Cronin, Austin and Loughnan with support from Regional Registry Manager, Jane Reynolds.

The Court completed a comprehensive internal survey of all judges and staff in 2013 to obtain a robust 'self-assessment' of the Court's functioning against the principles promoted in the IFCE. The judicial response

to the survey was overwhelming, with all but one of the Court's judges completing the survey. The comments made by judges showed careful thought and a commitment to working together to achieve a truly excellent court. Additionally, court staff were surveyed and again, with an excellent response rate.

Feedback from staff has also been valuable in informing the Committee's work. The survey considered such matters as: leadership; governance; strategic directions; policy; services to the community; case management; access; and public confidence. The survey results were subject to consultation and moderation with the judges.

The recommendations of the Court Excellence Committee will be contained in a report to be presented to the Chief Justice and the judges in 2014. This will inform improvement planning for 2015-2017.

### Federal Circuit Court of Australia

#### Report from Judge Michael Jarrett, Chair of the Court Excellence Committee.

The Federal Circuit Court of Australia has previously publicised its commitment to the IFCE. In 2013-2014 the Court substantially consolidated its implementation of the IFCE by completing a survey of judges and allied staff in accordance with the Framework.

The survey covered critical elements of the Court's performance including: leadership; policy and planning; resources; management of court processes; court user satisfaction; access and affordability; and public confidence.

The internal survey was completed by the majority of judges (57 of 67 judges) who provided very robust views on the functioning of the Court and areas in which they say improvement is needed.

Judge Jarrett delivered a report on these findings to Chief Judge John Pascoe and the Judges Plenary in May 2014. In general terms the central finding was that most respondents considered that the Court was well-managed and was operating efficiently.

The survey results revealed room for improvement in areas such as: training and development for both judges and administrative staff of the Court; business processes and practices around the dispatch of the Court's business; communication both within the Court and with court users; and measures to support the health and well-being of judges and court staff who regularly work long hours.



**Photo: Chief Judge John Pascoe.**

The survey results revealed that a large majority of the Court thought that the docket system utilised by the Court served litigants well. On the Court's analysis of the survey data, there is no impetus for a change to the docket system. At the same time, some concern was expressed about the workload expected of members of the Court.

Chief Judge John Pascoe has asked the Judicial Advisory Committee for Court Excellence, led by Judge Jarrett, to advise on these matters in 2014-2015. This analysis will be augmented by incoming data from administration staff including the Family Court and Federal Court staff who assist the Court with registry and Registrar services. Equally important, will be feedback from court users about their insights into the Court.

## United States

### Report from Dan Hall, Vice President, Court Consulting Services Division, NCSC

The NCSC has developed a United States version of the IFCE which accommodates the unique features of the US state courts. It is called the High Performance Court Framework (HPC), which is designed around four perspectives:

1. The Customer—how are participants treated?
2. Internal Operations—how efficient and productive is the court?
3. Innovation—how well does the court adapt to new challenges? and
4. Social Values—how well does the court respond to the public?

The HPC has ten areas of excellence: procedural satisfaction, efficiency, effectiveness, productivity, information, organizational, human resources, technology, public trust and confidence, and support of legitimized authorities. Each area of excellence has attendant performance measures.

The HPC has been used in several different ways in US courts. For example, in Mohave County, Arizona and the US Virgin Islands it has been used to develop strategic plans for courts to improve their services and operations.

A self-assessment instrument similar to the IFCE assessment tools is used to identify a court's strengths and weaknesses. The goal is to guide future efforts to improve business operations, facilities, technology, and the administration of justice.

Courts have also used the HPC as a way of assessing their operations. Marion County Indiana local judicial officials were concerned about the operations of the Traffic Court. Consequently, the court asked the NCSC to assess the court's operations.

The objective of the review was to address two overarching questions: Do the current adjudication practices and case management methods provide effective access to justice and procedural fairness to the litigants appearing before the Division? Is the workload of the judicial officer assigned to the Traffic Court reasonable and, if so, is it comparable to the workloads of the judges in the other misdemeanor divisions of the Superior Court?

The HPC was used as a way to assess the Traffic Court's operations against the ten areas of excellence. Performance measures in each of the ten areas were developed for the court to use to continue to monitor its progress.

In the Municipal Court of Scottsdale, Arizona, the HPC is used as a tool to not only improve the operations of the court but as a vehicle to communicate to the funding body and the public the successes and funding needs of the court. Each year the court issues a report to the Board of County Commissioners, who has the responsibility to fund the courts, that gauges the court's progress around the ten areas of court excellence.

For further information or copies of these reports please contact Dan Hall at [djhall@ncsc.org](mailto:djhall@ncsc.org).

## New Zealand

### District Courts of New Zealand

#### Report from Judge Colin Doherty, National Executive Judge and Chair District Courts IFCE Committee



**Photo: Judge Colin Doherty, District Courts of New Zealand.**

The first IFCE assessments were completed by judges of the District Courts of New Zealand in 2012. The reports that resulted from these assessments have informed a series of strategic and operational improvements for the courts themselves and for the role of judges.

This year has seen the development of a peer review and pastoral care programmes for judges, a new approach to judicial education and a co-operative approach with the Ministry of Justice to operational improvements, particularly in the areas of the rostering of judges and the scheduling of the work they do.

There has been continued refinement of the District Courts Judicial Strategy Plan, much of which has been influenced by the continued analysis and implementation of the assessment results. The breadth and depth of information gleaned from the assessments has also enabled judicial leaders at a regional and local level to assess the performance of the courts for which they are responsible and to implement improvements.

The District Courts' approach and improvement to the Framework itself has continued via the development of an on-line assessment tool that will have international portability by the use of smart technology.

This innovation enables an efficient and more focused approach to be taken to the assessments and the analysis of them. The next assessments will take place in May 2015 and will be extended to include the senior members of the Ministry of Justice management teams located at the courthouses where judges are resident.

## Singapore

### State Courts of Singapore

#### Report from Jennifer Marie, Deputy Presiding Judge and Registrar

The State Courts continue to contribute to the development and promotion of the IFCE on an ongoing basis, reaching out to our counterparts in the region and beyond. As part of outreach to the region, the State Courts organised a Court Excellence and Judicial Cooperation Forum from 5 to 7 March 2014, for the judiciaries from the ASEAN Member States.

The participants of the Forum engaged in round-table discussions on the different experiences of the ASEAN judiciaries in court administration, discussed the tools and areas of court excellence of the IFCE, including ways in which the IFCE might be adapted to suit the ASEAN context. The participants also discussed steps for further cooperation amongst the judiciaries in ASEAN Member States. The Forum Report is available at [https://app.statecourts.gov.sg/Data/Files/file/CEJCF%202014/CEJCF2014\\_ForumReport.pdf](https://app.statecourts.gov.sg/Data/Files/file/CEJCF%202014/CEJCF2014_ForumReport.pdf). Singapore has continued to work with the ASEAN Secretariat and ASEAN Member States to continue the discussion.

The State Courts also regularly hosts visiting delegations from different countries and would include a presentation on the IFCE when relevant or on request. Our Judges and Court Administrators participate as speakers in various local, regional and international forums and would make references to the IFCE as relevant.

Together with the Civil Service College, the State Courts organised an inaugural Judicial Governance Programme in 2013 that was attended by 27 participants, including Chief Justices, a Deputy Chief Justice, Superior Court Judges, Registrars, Administrators and Permanent Secretaries from 15 countries to share our experiences with foreign judiciaries and other organisations. A presentation on the IFCE was part of the 5 day programme and the



**Photo: Attendees at the Court Excellence and Judicial Cooperation Forum, Singapore - 5 to 7 March 2014.**

Judiciary of Namibia, who participated in the programme, has since embraced the IFCE.

Building on the success of the programme, the State Courts have conducted two further customised programmes for the Sri Lanka Judges' Institute in April 2014 and the Thai Judiciary in September 2014.

The Sri Lanka programme was attended by 24 Judges and the Institute has since also embraced the IFCE. The 26 Judges and Senior Court Administrators from Thailand have expressed interest in the IFCE and are keen to host the next Court Excellence and Judicial Cooperation Forum.

The State Courts plans to organise another multi-lateral run of the programme in 2015 and will continue to use it as a platform to heighten international awareness of the IFCE.

## Regional Forums

The following gives an update on two regional forums held in Bangladesh and Bhutan and run by Dan Hall, Vice President of the Court Consulting Services Division, from the NCSC and Chief Justice Robert Torres, Supreme Court of Guam as part of a joint NCSC and USAID program.

### Bangladesh

Dan Hall and Chief Justice Torres visited Bangladesh on March 24–April 4 2014 to continue introducing the Bangladesh Judiciary to the IFCE. Two workshops were held, taking 29 judges through the IFCE Self-Assessment and Quality Improvement Cycle with the participants working in teams to prepare six initial implementation plans for the IFCE.

Workshop participants developed strategies to address the backlog that could be practically implemented in their courts within current resources. Practical actions were also identified to make the courts more comfortable and accessible to litigants thus improving public trust and confidence.

Examples of these strategies included surveying court users on their perception of how well they could access court services; making improvements to the courthouse including improving the cleanliness of the public areas, providing seating for witnesses and litigants; and providing water and toilet facilities. Workshop participants also discussed longer-range strategies for addressing the backlog including partnering with attorneys, prosecutors, and police to resolve bottle-necks in the process.



**Photo: Syed Aminul Islam, Joint Secretary (Admin), Ministry of Law, Justice and Parliamentary Affairs, and (2) Tanjina Ismail, Judge, Dhaka Tribunal against Repression of Women and Children (District & Sessions Judge), Chief Justice Robert Torres, and Dan Hall.**

Discussions were commenced with key members of the Ministry of Law and the Chief Justice of Bangladesh to obtain support for identifying two pilot districts to test the full implementation of the Framework. Communication is ongoing regarding the appropriate pilot sites with Jessore identified as a potential site.

Once pilots are officially designated by the Ministry, international consultants will work with designated staff and counterparts within the pilot districts to develop implementation plans in designated districts, covering all seven areas of excellence and to provide initial international supervision to monitor each district's progress on a regular basis.

A further third workshop with international assistance is planned for 40 participating district judges including two-three judges to act as 'train the trainer' candidates.

The NCSC will work towards ensuring that the Bangladesh judiciary can eventually be 'self-sufficient' on the monitoring and evaluation of the pilot district's progress, including providing technical assistance as requested.

## Bhutan

Dan Hall and Chief Justice Torres also visited Bhutan on April 7 and 8, 2014 to conduct a workshop introducing the Bhutan Judiciary and its legal partners to IFCE as a way to improve the delivery of justice to the citizens of Bhutan.

The workshop had 35 participants from the Supreme and High Courts, the National Legal Institute, the Office of the Attorney-General, Royal Bhutan Police, the Bhutan Power Corporation, and the Attorney-General. The IFCE, Self-Assessment instruments and the Quality Improvement Cycle were presented through this workshop. Aided by information gathered from a Pre-workshop Survey, participants worked in six teams to prepare initial implementation plans using the IFCE.

Through four exercises the teams:

- Identified areas for improvement and developed statements describing the problem and barriers to success.
- Crafted strategies that would lead to improvements.
- Developed performance measures to determine the extent of the improvement.
- Constructed a quality improvement plan that identified who needs to be involved to ensure successful implementation.

Problems and strategies identified included:

- Lack of regular input from court users. Possible solutions identified included appointing a public and media liaison person to administer court users via online surveys or suggestion boxes.
- Making court services more accessible by the use of technology. One suggested solution was to use cell-phones to provide information to litigants, attorneys, witnesses, police and others on court actions and events through SMS messages.
- Inadequate communication with litigants, the public and the media. A suggested solution was to use the annual report to inform the public on court reforms and improvements both in structural reforms and outcomes.

Future actions include: follow-up on strategies identified in the workshop; identify a pilot court to implement the IFCE; form a Bhutan Court Excellence Committee to provide feedback and assistance to the pilot court on its implementation plan and develop performance measures; hold a second workshop; and identify two additional pilot courts.

## Welcoming the ICCE's latest member...

### The Judiciary of the Republic of the Marshall Islands

Interview with Chief Judge of the High Court of the Marshall Islands, Carl Ingram

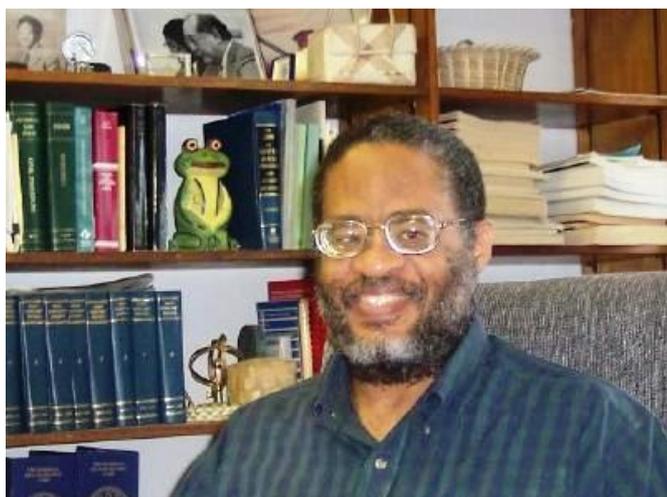


Photo: Chief Justice Carl Ingram.

#### 1. Please tell me a little about the Republic of the Marshall Islands and the courts of the Republic of the Marshall Islands.

The Republic of the Marshall Islands consists of two nearly parallel archipelagic island chains of 29 atolls and five separate islands—1,225 islands in all, located about half way between Hawaii and Australia.

The land area totals 70 square miles but is scattered over 750,000 square miles of the Western Pacific. As of July 2014, the estimated population of the Marshall Islands was 55,000.

The Marshall Islands' national courts include the following: the Supreme Court, the appellate court of last resort; the High Court, the highest trial court of general jurisdiction; the Traditional Rights Court, a special jurisdiction court for customary land disputes; and the District Court, a limited jurisdiction trial court.

#### 2. When did you join the ICCE?

The RMI Judiciary joined the ICCE in August 2014.

#### 3. Why was your jurisdiction interested to join the ICCE and implement the IFCE?

For many years we had been trying to figure out how, as a judiciary, to get better. Certain issues and solutions were clear to us, such as backlog reduction, strategic planning, and the like. And we had some success with this ad hoc approach. However, our efforts were neither systematic nor comprehensive. We were looking for something more.

In October 2010 we were introduced to the ICCE and the IFCE at a Singapore conference. We saw right away that the IFCE offered a systematic and comprehensive approach to court performance. However, we were not sure that, as a micro-jurisdiction, we could adapt the IFCE to our circumstances.

Fortunately, in 2011 the Pacific Judicial Development Programme (PJDP) (funded by the New Zealand Ministry of Foreign Affairs and Trade and administered by the Federal Court of Australia) assisted the 14 Pacific Island Countries that the PJDP serves in developing performance standards we call the 15 Cook Island Court Performance Indicators.

These 15 indicators were based, in part, on the IFCE. Having successfully implemented the 15 Cook Island Indicators for four years, we believed we were ready for the next step. The March 2013 revision of the IFCE and the guide 'Thinking of Implementing the IFCE' provides that next step.

#### 4. What has been the key lesson learnt from your experience implementing the IFCE?

Implementing the IFCE requires that judges and staff buy-in to the IFCE and involves creating a user-centric judiciary. This buy-in can be achieved through participation. All of our judges and staff participated in the self-assessment and all of our judges and staff (along with the bar) participated in the drafting of our court improvement plan.

At the end, everyone can see something of what they suggested in the final product. This may not be possible in larger jurisdictions, but it may work in smaller ones.



**Photo: RMI Judges, spouses and staff at the opening of the new ground floor courtroom.**

**5. What has been the biggest assistance in implementing the IFCE?**

The biggest assistance in implementing the IFCE has come from two sources.

Earlier, I mentioned that the PJDP helped develop the 15 Cook Island indicators, indicators adapted to the needs and resources of the small Pacific Island judiciaries. The PJDP also has helped the RMI Judiciary implement the IFCE.

The PJDP provided funds for Elizabeth Connolly, Manager of Policy and Planning for the Federal Court of Australia, to come to the Marshall Islands and assist us in conducting a critical self-analysis and in developing an IFCE court improvement plan. Having completed the self-analysis and having adopted the improvement plan, we felt ready to apply for ICCE membership.

In addition to assistance from the PJDP, the United States Ninth Circuit Judicial Counsel has provided funds for our judges to attend judicial performance workshops held by the State Courts of Singapore. The Singapore workshops and visits to their courts have given us an idea of what it means to implement the IFCE and to be an excellent court.

**6. What do you perceive to be the main benefits of implementing the IFCE in the Republic of the Marshall Islands?**

The main benefit of implementing the IFCE is knowing that as a judiciary we are doing our jobs: we are providing justice to the people of the Marshall Islands. The IFCE helps give meaning to phrases like ‘fair, efficient, and effective’ and ‘accessible, accountable, and transparent.’ Our efforts have been recognized by the people, the Cabinet, and the Parliament of the Marshall Islands.

**7. Do you have any tips for other jurisdictions that might be thinking of implementing the IFCE?**

To any court leader who is contemplating the IFCE, I would suggest reading ‘Leading Change’ by John P Kotter. At the end of the day, implementing the IFCE is about change. Many chief justices and other court leaders are not experts in management or human resources. Implementing the IFCE may require judicial leaders to acquire new skills.

Kotter’s eight steps to transforming your organization make a lot of sense: establish a sense of urgency; form a powerful guiding coalition; create a vision; communicate the vision; empower others to act on the vision; plan for and create short-term wins; consolidate improvements and produce more change; and institutionalize new approaches.



Photo: Majuro Courthouse, Republic Marshall Islands.

#### **8. What are the plans for the future for the IFCE in the Republic of the Marshall Islands?**

We have a new IFCE court improvement plan, and we are in the process of implementing the plan. In the coming months we will review and reassess and update the plan as needed.

#### **9. Is there anything else you would like to add?**

We look forward to hearing from other jurisdictions, particularly other micro-jurisdictions, as to how they are implementing the IFCE - what works and what does not.

## **Other news**

The IFCE Self-Assessment Questionnaire is now available as an online survey using SurveyMonkey. The online version of the survey has been developed by the New South Wales Bureau of Crime Statistics ([www.bocsar.nsw.gov.au](http://www.bocsar.nsw.gov.au)), from within the New South Wales Department of Justice, to assist jurisdictions around the world. Please see the ICCE website for instructions about how to use the online survey: <http://www.courtexcellence.com/Resources/Self-assessment.aspx>

## **Conferences**

The Seventh International Conference of the International Association of Court Administrators (IACA) will take place in Sydney, Australia from the 24-26 September 2014 (<http://www.iacasydney.com/>) with sessions relating to the IFCE and court excellence occurring.

## **Membership update**

The ICCE now has 31 member organisations with more jurisdictions implementing or contemplating implementation of the IFCE. The Secretariat is looking towards developing member case studies on the ICCE website and increasing resources available on the website in coming months.

Interest in becoming an ICCE member continues to grow. The Consortium published a new Membership Policy in 2014.

If you are interested in joining the ICCE, visit the ICCE website for an application form or contact a founding member for further information:

<http://www.courtexcellence.com/Members/Membership-Policy.aspx>

## **Next newsletter**

The next ICCE newsletter will be published in early 2015 with more of the latest news on the IFCE.

## Want to know more?

For general enquiries contact the ICCE Secretariat Officer ([Liz.Richardson@monash.edu](mailto:Liz.Richardson@monash.edu)) or for specific questions about implementing the Framework, please contact one of the founding members:



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